Chapter 3

Responsibilities

SECTION I - TOE 12113 - DIVISION AND ARMY BAND (DIRECT SUPPORT)

BAND COMMANDER

3-1. The band commander is a warrant officer bandmaster who is responsible for all aspects of command to include discipline, training, administration, budget, operations, security, and supply of the band. The band commander is the primary conductor of the marching band and the concert band. The band commander advises the command on band missions, proper utilization of the band in support of echelon missions, and proactively seeks opportunities to provide musical support for the command and its soldiers. Additionally, the band commander:

- Plans, schedules, conducts, and is responsible for all band training missions.
- Provides musical support to the command, selects and approves music for band performances, and rehearses the band.
- Appoints band personnel to work in band support positions and collateral duties.
- Monitors individual and unit morale and recommends changes in equipment, facilities, schedules, and environment to enhance the training and morale of the band.
- Inventories band equipment and facilities, and monitors the ordering of supplies and equipment.
- Certifies the quality and condition of band instruments, equipment, supplies, and facilities.
- Prepares annual operating budget for the band to purchase, maintain, and replace non-expendable TOE equipment, expendable musical supplies, and CTA items, as well as provide for travel and other funds to accomplish the band's mission.
- Exercises UCMJ authority as authorized by grade and position, unless authority is withheld by a superior commander.
- Auditions bandmembers to evaluate and certify their technical skills, and auditions applicants for Army bands to determine their OJT or entry level qualifications.

BAND SERGEANT MAJOR/FIRST SERGEANT

3-2. The band sergeant major/first sergeant performs as a member of the band, and is responsible for the technical and tactical tasks of all enlisted skill levels. The band sergeant major/first sergeant is the principal enlisted conductor of the band. A sergeant major is only assigned to bands that are authorized a SGM position. The band sergeant major/first sergeant also:

- Advises the band commander on all aspects of band operations.
- Functions as acting band commander in the absence of the band commander.
- Trains band noncommissioned officers while supervising and coordinating activities of all duty positions.
- Maintains all duty rosters.
- Assists the band commander in maintaining unit discipline.

GROUP LEADER

3-3. Group leaders are skill level four instrumentalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. They supervise the band support positions (administration, supply, operations, and training). They also:

- May rehearse and conduct stage band performances.
- Organize, rehearse, and lead instrumental ensembles.
- Assist with concert band training.
- Act as mentors for subordinate soldiers in the accomplishment of their duties.
- Are responsible for training and performing common military tasks.

SECTION LEADER

3-4. Section leaders are skill level three instrumentalists. They perform all skill level three, as well as all lower skill level technical and tactical tasks. They also:

- Organize, instruct, and train a consolidated section of MOS related instrumentalists.
- Instruct section members in marching band movements.
- Supervise operator maintenance in their sections.
- Perform as administration, supply, or operations/training sergeants.
- Arrange music as required.
- Perform as drum major as required.
- Supervise/perform organizational maintenance of equipment.
- Serve as audio/recording technicians, or as music librarians.
- Train and perform common military tasks.
- Supervise all lower skill level duties.

SENIOR INSTRUMENTALIST

3-5. Senior instrumentalists are skill level two instrumentalists. They perform all skill level two, as well as all lower skill level technical and tactical tasks. They also:

- Perform duties in administration, supply, or operations/training
- Perform common military tasks

INSTRUMENTALIST

3-6. Instrumentalists are skill level one instrumentalists. They also:

- Perform on an instrument in military and civilian ceremonies, street parades, and concerts. Trumpet players must also perform bugle calls in ceremonies.
- Are responsible for all skill level one common military tasks.
- Perform operator maintenance.
- Must know how to tune their instrument and apply knowledge of basic music theory. Oboe, bassoon, piano, guitar, and electric bass players must perform on a secondary instrument in marching band. Piano, guitar, and electric bass players are integrated into the percussion section in concert band. Piano and guitar players must be capable of solo performance for small official gatherings and ceremonies.

SECTION II - TOE 12733 - ARMY BAND (GENERAL SUPPORT)

BAND COMMANDER

3-7. The band commander is a commissioned band officer who is responsible for all aspects of command to include discipline, training, administration, budget, operations, security, and supply of the band. The band commander is the primary conductor of the marching band and the concert band. The band commander advises the command on band missions, proper utilization of the band in support of echelon missions, and proactively seeks opportunities to provide musical support for the command and its soldiers. Additionally, the band commander:

- Plans, schedules, conducts, and is responsible for all band training missions.
- Provides musical support to the command, selects and approves music for band performances, and rehearses the band.
- Appoints band personnel to work in band support positions and collateral duties.
- Monitors individual and unit morale and recommends changes in equipment, facilities, schedules, and environment to enhance the training and morale of the band.
- Inventories band equipment and facilities, and monitors the ordering of supplies and equipment.
- Certifies the quality and condition of band instruments, equipment, supplies, and facilities.
- Prepares annual operating budget for the band to purchase, maintain, and replace non-expendable TOE equipment, expendable musical supplies, and CTA items, as well as provide for travel and other funds to accomplish the band's mission.
- Exercises UCMJ authority as authorized by grade and position, unless authority is withheld by a superior commander.
- Auditions bandmembers to evaluate and certify their technical skills and auditions applicants for Army bands to determine their OJT or entry level qualifications.

ASSOCIATE BANDMASTER

3-8. The associate bandmaster is a commissioned band officer and is responsible for several areas to include the following:

- Serves as Acting Commander in the absence of the Commander.
- Serves as operations, administration, and supply officer.
- Personally conducts subordinate ensembles as required by the band commander.

BAND SERGEANT MAJOR

3-9. The band sergeant major performs as a member of the band and is responsible for the technical and tactical tasks of all enlisted skill levels. The band sergeant major is the principal enlisted conductor of the band. The band sergeant major also:

- Advises the band commander on all aspects of band operations.
- Trains band noncommissioned officers while supervising and coordinating activities of all duty positions.
- Maintains all duty rosters.
- Assists the band commander in maintaining unit discipline.

GROUP LEADER

3-10. Group leaders are skill level five instrumentalists (Master Sergeant). They are responsible for the technical proficiency of sections of like and/or related instruments. Group leaders also:

- Organize, rehearse, and conduct instrumental ensembles.
- Supervise the band support positions (administration, supply, operations, and training).
- Assist with concert band training.
- Act as mentors for subordinate soldiers in the accomplishment of their duties.

SECTION LEADER

3-11. Section leaders are skill level four instrumentalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. They also:

- Organize, instruct, and train a consolidated section of related instruments.
- Train section members in marching band movements.
- Supervise operator maintenance in their sections.
- Perform as administration, supply, or operations/training sergeants.
- Arrange music as required.
- Perform as drum major as required.
- Train and perform common military tasks.
- Supervise all lower skill level duties.

SENIOR INSTRUMENTALIST

3-12. Senior instrumentalists are skill level three instrumentalists. They perform all skill level three, as well as all lower skill level tasks. They also:

- Perform duties in administration, supply, or operations/training.
- Serve as instrument repair technician, audio/sound technician, or music librarian.
- Perform as drum major as required.
- Perform duties in absence of the section leader.
- Perform common military tasks.

INSTRUMENTALIST

3-13. Instrumentalists are skill level two instrumentalists. They perform all skill level two, as well as all lower skill level technical and tactical tasks. They also:

- Perform duties in band support positions as required.
- Perform operator maintenance on their instrument.
- Perform on their instrument in various groups and ensembles as required.
- Perform common military tasks.
- Perform on a secondary instrument in marching band (Oboe, Bassoon, Piano, Guitar, and Electric Bass). Piano, guitar, and electric bass players are integrated into the percussion section in concert band.

SECTION III - TOE 12723 - THE U. S. MILITARY ACADEMY BAND

BAND COMMANDER

3-14. The band commander is a commissioned band officer who is responsible for all aspects of command to include discipline, training, administration, budget, operations, security, and supply of the band. The band commander is the primary conductor of the marching band and the concert band. The band commander advises the command on band missions, proper utilization of the band in support of echelon missions, and proactively seeks opportunities to provide musical support for the command and its soldiers. Additionally, the band commander:

- Plans, schedules, conducts, and is responsible for all band training missions.
- Provides musical support to the command, selects and approves music for band performances, and rehearses the band.
- Appoints band personnel to work in band support positions and collateral duties.
- Monitors individual and unit morale and recommends changes in equipment, facilities, schedules, and environment to enhance the training and morale of the band.
- Inventories band equipment and facilities, and monitors the ordering of supplies and equipment.
- Certifies the quality and condition of band instruments, equipment, supplies, and facilities
- Prepares annual operating budget for the band to purchase, maintain, and replace non-expendable TOE equipment, expendable musical supplies, and CTA items, as well as provide for travel and other funds to accomplish the band's mission.
- Exercises UCMJ authority as authorized by grade and position, unless authority is withheld by a superior commander.
- Auditions bandmembers to evaluate and certify their technical skills and auditions applicants for Army bands to determine their OJT or entry level qualifications.

EXECUTIVE OFFICER/ASSOCIATE BANDMASTER

3-15. The executive officer is a commissioned band officer who is responsible for several areas to include the following:

- Serves as Acting Commander in the absence of the Commander.
- Serves as principal planner and tour coordinator.
- Serves as operations, administration, and supply officer as required.
- Assists the supervision of the separate and distinct musical ensembles.
- Conducts subordinate ensembles as required by the band commander.

ASSOCIATE BANDMASTER

3-16. The associate bandmaster is a band warrant officer and is responsible for several areas to include the following:

- Serves as operations, administration, and supply officer as required.
- Conducts subordinate ensembles as required by the band commander.

BAND SERGEANT MAJOR

3-17. The band sergeant major performs as a member of the band and is responsible for the technical and tactical tasks of all enlisted skill levels. The band sergeant major is the principal enlisted conductor of the band. The band sergeant major also:

- Advises the band commander on all aspects of band operations.
- Trains band noncommissioned officers while supervising and coordinating activities of all duty positions.
- Maintains all duty rosters.
- Assists the band commander in maintaining unit discipline.

DRUM MAJOR

3-18. The drum major is a skill level five instrumentalist (E-9) and is the principal conductor of the marching band on the field. The drum major is responsible for the drill and discipline of the band at all times. The drum major also:

- Trains others to perform duties as drum major in his/her absence.
- Conducts all training and performances of all marching groups within the band.

GROUP LEADER

3-19. Group leaders are skill level five instrumentalists (E-9), and supervise all section leaders within their group. A group leader serves as the support group sergeant major, and supervises all administrative and supply operations. Group leaders also:

- Rehearse multiple sections and rehearse/lead the marching band, concert band, and small ensembles as required.
- Perform as drum major as required.
- Perform on their instrument in various ensembles and groups.

SECTION LEADER

3-20. Section leaders are skill level five instrumentalists (E8), and are the senior NCOs of the instrumental sections. Section leaders also:

- Rehearse the section.
- Lead/rehearse small ensembles as required.
- Perform as drum major as required.
- Supervise the operation, training, and maintenance of the section.
- Perform on their instrument in various ensembles and groups.

SENIOR SUPPORT NCO

3-21. Senior support NCOs are skill level four instrumentalists, and perform duties in direct support of the band. The senior support NCOs serve in any of the following capacities:

- Senior Instrument Repair NCO
- Arranger
- Senior Audio NCO
- Advance Tour Director

SECTION LEADER

3-22. Section leaders are skill level four instrumentalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. Section leaders also:

- Perform duties in direct support of the section leader (E-8).
- Rehearse the section and lead small ensembles as required.
- Perform on primary and secondary instruments.

SENIOR INSTRUMENTALIST

3-23. Senior instrumentalists are skill level four instrumentalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. Senior instrumentalists are principally employed as musicians in concert band, marching band, and small ensembles.

SUPPORT NCO

3-24. Support NCOs are skill level three instrumentalists, and perform duties in direct support of the band. Support NCOs serve as library staff, or as Audio NCOs.

VOCALIST

3-25. Vocalists are skill level three vocalists. They perform all skill level three, as well as all lower skill level technical and tactical tasks. Vocalists are principally employed as vocalists in concert band and small ensembles.

INSTRUMENTALIST

3-26. Instrumentalists are skill level three instrumentalists. They perform all skill level three, as well as all lower skill level technical and tactical tasks. Instrumentalists are principally employed as musicians in the concert band, marching band, and small ensembles.

SECTION IV - TOE 12713 - THE U. S. ARMY FIELD BAND

COMMANDER

3-27. The band commander is a commissioned band officer who is responsible for all aspects of command to include discipline, training, administration, budget, operations, security, and supply of the band. The band commander is the primary conductor of the marching band and the concert band. The band commander advises the command on band missions, proper utilization of the band in support of echelon missions, and proactively seeks opportunities to provide musical support for the command and its soldiers. Additionally, the band commander:

- Plans, schedules, conducts, and is responsible for all band training missions.
- Provides musical support to the command, selects and approves music for band performances, and rehearses the band.
- Appoints band personnel to work in band support positions and collateral duties.
- Monitors individual and unit morale and recommends changes in equipment, facilities, schedules, and environment to enhance the training and morale of the band.
- Inventories band equipment and facilities, and monitors the ordering of supplies and equipment.
- Certifies the quality and condition of band instruments, equipment, supplies, and facilities.
- Prepares annual operating budget for the band to purchase, maintain, and replace non-expendable TOE equipment, expendable musical supplies, and CTA items, as well as provide for travel and other funds to accomplish the band's mission.
- Exercises UCMJ authority as authorized by grade and position, unless authority is withheld by a superior commander.
- Auditions bandmembers to evaluate and certify their technical skills and auditions applicants for Army bands to determine their OJT or entry level qualifications.

DEPUTY COMMANDER/ASSOCIATE BANDMASTER

3-28. The Deputy Commander/Associate Bandmaster is a commissioned band officer who is responsible for several areas to include the following:

- Serves as Acting Commander in the absence of the Commander.
- Serves as operations, administration, and supply officer as required.
- Assists in the supervision of the separate and distinct musical ensembles.
- Conducts subordinate ensembles as required by the band commander.

ASSOCIATE BANDMASTER

3-29. The associate bandmaster is a commissioned band officer and is responsible for several areas to include the following:

- Serves as operations, administration, and supply officer as required.
- Conducts subordinate ensembles as required by the band commander.

BANDMASTER

3-30. The bandmaster is a band warrant officer and is responsible for several areas to include the following:

- Serves as operations, administration, and supply officer as required.
- Conducts subordinate ensembles as required by the band commander.

BAND SERGEANT MAJOR

3-31. The band sergeant major performs as a member of the band (or any of its smaller component ensembles), and is responsible for the technical and tactical tasks of all enlisted skill levels. The band sergeant major is the principal enlisted conductor of the band. The band sergeant major also:

- Advises the band commander on all aspects of band operations.
- Trains band noncommissioned officers while supervising and coordinating activities of all duty positions.
- Maintains all duty rosters.
- Assists the band commander in maintaining unit discipline.

GROUP/SECTION LEADER

3-32. Group/section leaders are skill level five instrumentalists (E-9), and supervise all section leaders within their group. A group leader also serves as the support group sergeant major, and supervises all administrative and supply operations. Group/section leaders also:

- Rehearse multiple sections and rehearse/lead the marching band, concert band, and small ensembles as required.
- Perform as drum major as required.
- Perform on their instrument in various ensembles and groups.

MASTER SUPPORT NCO

3-33. Master support NCOs are skill level five instrumentalists, and perform duties in direct support of the band. Master support NCOs serve in any of the following capacities:

- Band Administration Coordinator.
- Senior Band Supply NCO.
- Music Librarian.
- Section Leader (support group).
- Advance Tour Director.

MASTER INSTRUMENTALIST

3-34. Master instrumentalists are skill level five instrumentalists, and perform duties in direct support of the group or section leader (E-8). Master instrumentalists also:

- Rehearse the section and lead small ensembles as required.
- Perform on primary and secondary instruments.

MASTER VOCALIST

3-35. Master vocalists are skill level five vocalists, and are the senior NCOs of the vocal music element. Master vocalists rehearse and lead the vocal music elements as required.

SECTION LEADER

3-36. Section leaders are skill level five instrumentalists, and are the senior NCOs of the instrumental sections. Section leaders also:

- Rehearse the section.
- Lead/rehearse small ensembles as required.
- Perform as drum major as required.
- Supervise the operation, training, and maintenance of the section.
- Perform on their instrument in various ensembles and groups.

SENIOR SUPPORT NCO

3-37. Senior support NCOs are skill level four instrumentalists, and perform duties in direct support of the band. Senior support NCOs serve in any of the following capacities:1

- Senior Instrument Repair NCO.
- Arranger.
- Senior Audio NCO.
- Advance Tour Director.

SENIOR VOCALIST

3-38. Vocalists are skill level four vocalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. Vocalists are principally employed as vocalists in concert band and small ensembles.

SENIOR INSTRUMENTALIST

3-39. Senior instrumentalists are skill level four instrumentalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. Senior instrumentalists are principally employed as musicians in concert band, marching band, and small ensembles.

SUPPORT NCO

3-40. Support NCOs are skill level three instrumentalists, and perform duties in direct support of the band. Support NCOs serve in either of the following capacities:

- Copyist
- Audio NCO

VOCALIST

3-41. Vocalists are skill level three vocalists. They perform all skill level three, as well as all lower skill level technical and tactical tasks. Vocalists are principally employed as vocalists in concert band and small ensembles.

INSTRUMENTALIST

3-42. Instrumentalists are skill level three instrumentalists. They perform all skill level three, as well as all lower skill level technical and tactical tasks. Instrumentalists are principally employed as musicians in the concert band, marching band, and small ensembles.

SECTION V - TOE 12703 - THE U. S. ARMY BAND (PERSHING'S OWN)

BAND COMMANDER

3-43. The band commander is a commissioned band officer who is responsible for all aspects of command to include discipline, training, administration, budget, operations, security, and supply of the band. The band commander is the primary conductor of the marching band and the concert band. The band commander advises the command on band missions, proper utilization of the band in support of echelon missions, and proactively seeks opportunities to provide musical support for the command and its soldiers. Additionally, the band commander:

- Plans, schedules, conducts, and is responsible for all band training missions.
- Provides musical support to the command, selects and approves music for band performances, and rehearses the band.
- Appoints band personnel to work in band support positions and collateral duties.
- Monitors individual and unit morale and recommends changes in equipment, facilities, schedules, and environment to enhance the training and morale of the band.
- Inventories band equipment and facilities, and monitors the ordering of supplies and equipment.
- Certifies the quality and condition of band instruments, equipment, supplies, and facilities.
- Prepares annual operating budget for the band to purchase, maintain, and replace non-expendable TOE equipment, expendable musical supplies, and CTA items, as well as provide for travel and other funds to accomplish the band's mission.
- Exercises UCMJ authority as authorized by grade and position, unless authority is withheld by a superior commander.
- Auditions bandmembers to evaluate and certify their technical skills and auditions applicants for Army bands to determine their OJT or entry level qualifications.

EXECUTIVE OFFICER

3-44. The executive officer is a commissioned band officer who responsible for several areas to include the following:

- Serves as Acting Commander in the absence of the Commander.
- Serves as principal planner and tour coordinator.
- Serves as administration and supply officer as required.
- Assists the supervision of the separate and distinct musical ensembles.
- Conducts subordinate ensembles as required by the band commander.

OPERATIONS OFFICER/ASSOCIATE BANDMASTER

3-45. The associate bandmaster is a commissioned band officer and is responsible for several areas to include the following:

- Serves as operations officer.
- Conducts subordinate ensembles as required by the band commander.

ASSOCIATE BANDMASTER

3-46. The associate bandmaster is a commissioned band officer and is responsible for several areas to include the following:

- Serves as administration and supply officer as required.
- Conducts subordinate ensembles as required by the band commander.

BANDMASTER

3-47. The bandmaster is a band warrant officer and is responsible for several areas to include the following:

- Serves as administration and supply officer as required.
- Conducts subordinate ensembles as required by the band commander.

BAND SERGEANT MAJOR

3-48. The band sergeant major performs as a member of the band (or any of the smaller component ensembles), and is responsible for the technical and tactical tasks of all enlisted skill levels. The band sergeant major is the principal enlisted conductor of the band. The band sergeant major also:

- Advises the band commander on all aspects of band operations.
- Trains band noncommissioned officers while supervising and coordinating activities of all duty positions.
- Maintains all duty rosters.
- Assists the band commander in maintaining unit discipline.

DRUM MAJOR

3-49. The drum major is a skill level five instrumentalist (E-9) and is the principal conductor of the marching band on the field. The drum major is responsible for the drill and discipline of the band at all times. The drum major also:

- Trains others to perform duties as drum major in his/her absence.
- Conducts all training and performances of all marching groups within the band.

GROUP LEADER

3-50. Group leaders are skill level five instrumentalists (E-9), and supervise all section leaders within their groups. A group leader also serves as the support group sergeant major, and supervises all administrative and supply operations. Group leaders also:

- Rehearse multiple sections and rehearse/lead the marching band, concert band, and small ensembles as required.
- Perform as drum major as required.
- Perform on their instrument in various ensembles and groups.

SENIOR SOLOIST

3-51. Senior soloists are skill level five instrumentalists (E-9), and are the lead solo instrumentalists in the group. Senior soloists also provide instrumental training and mentoring to other musicians in the group.

MASTER SUPPORT NCO

3-52. Master support NCOs are skill level five instrumentalists, and perform duties in direct support of the band. Master support NCOs serve in any of the following capacities:

- Band Administration Coordinator
- Senior Band Supply NCO
- Music Librarian
- Section Leader (support group)
- Advance Tour Director.

MASTER VOCALIST

3-53. Master vocalists are skill level five vocalists, and are the senior NCOs of the vocal music element. Master vocalists rehearse and lead the vocal music elements as required.

SECTION LEADER

3-54. Section leaders are skill level five instrumentalists, and are the senior NCOs of the Instrumental Sections. Section leaders also:

- Rehearse the section.
- Lead/rehearse small ensembles as required.
- Perform as drum major as required.
- Supervise the operation, training, and maintenance of the section.
- Perform on their instrument in various ensembles and groups.

MASTER INSTRUMENTALIST

3-55. Master instrumentalists are skill level five instrumentalists, and perform duties in direct support of the section leaders (E-8). Master instrumentalists also:

- Rehearse the section and lead small ensembles as required.
- Perform on primary and secondary instruments.

SECTION LEADER

3-56. Section leaders are skill level four instrumentalists. They perform all skill level four, as well as all skill level technical and tactical tasks. Section leaders also:

- Perform duties in direct support of the section leader (E-8).
- Rehearse the section and lead small ensembles as required.
- Perform on primary and secondary instruments.

SENIOR SUPPORT NCO

3-57. Senior support NCOs are skill level four instrumentalists, and perform duties in direct support of the band. Senior support NCOs serve in any of the following capacities:

- Senior Instrument Repair NCO
- Arranger
- Senior Audio NCO
- Advance Tour Director

SENIOR VOCALIST

3-58. Senior vocalists are skill level four vocalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. Senior vocalists are principally employed as vocalists in concert band and small ensembles.

SENIOR INSTRUMENTALIST

3-59. Senior instrumentalists are skill level four instrumentalists. They perform all skill level four, as well as all lower skill level technical and tactical tasks. Senior instrumentalists are principally employed as musicians in concert band, marching band, and small ensembles.

SUPPORT NCO

3-60. Support NCOs are skill level three instrumentalists, and perform duties in direct support of the band. Support NCOs serve in either of the following capacities:

- Copyist
- Audio NCO

VOCALIST

3-61. Vocalists are skill level three vocalists. They perform all skill level three, as well as all lower skill level technical and tactical tasks. Vocalists are principally employed as vocalists in concert band and small ensembles.

INSTRUMENTALIST

3-62. Instrumentalists are skill level three instrumentalists. They perform all skill level three, as well as all lower skill level technical and tactical tasks. Instrumentalists are principally employed as musicians in the concert band, marching band, and small ensemble.